

A Recognized
Leader in
Public Safety
Providing
Quality Service
to our
Community

WENATCHEE

Police Department



2008—2010

Strategic Plan

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MESSAGE FROM THE CHIEF

As Chief of Police, I am pleased to introduce the Wenatchee Police Departments 2008 through 2010 Strategic Plan. Since 2000, the police department has worked under the strategic plan process to assess future community trends and establish goals and objectives to prepare for the challenges and opportunities of the future. However, over the past seven years new leadership, trends in community development, crime rates, and law enforcement strategies have emerged creating the need for a new and relevant strategic plan. In short, this plan represents our commitment to meeting community needs through partnerships and innovative strategies, as well as our commitment to our valued employees to develop their knowledge, skills, and abilities to ensure our department is a leader in quality and professional service.



**Tom Robbins
Chief of Police**

This initial plan is the product of several meetings with citizens, community leaders, business owners, and employees. The meetings identified common concerns and trends specific to Wenatchee and helped us identify and develop our goals and the strategies to accomplish them. In the same way we depended on community input and partnerships to build this plan, I will continue to pursue community involvement as we implement the plan and as it evolves in years to come.

Wenatchee is a growing community with an exciting future. I look forward to moving forward with this plan, partnering my professional staff with the community to ensure a safe and secure future for Wenatchee.

Thank you.

**Tom Robbins
Chief of Police**

ORGANIZATIONAL OVERVIEW

The Wenatchee Police Department is currently (2007) staffed with 42 commissioned officers and 11 support personnel who proudly serve a population of approximately 30,000 citizens. In serving the population of Wenatchee, the department operates four patrol squads, a detective division, a records division, and a Neighborhood Resource Team (NRT). The NRT team is comprised of a crime prevention officer, two school resource officers, a full-time traffic enforcement officer, and a sergeant who manages the team, as well as the police reserves program and our Volunteers in Police Service (VIPs) program. Starting in January of 2008, the NRT team will be re-named the Special Services Division (SSD).

Personnel within the department take great pride in the professional service provided to the community and operate under guiding principals defined as follows:

DEPARTMENT VISION

(What we strive to be as a department)

**A RECOGNIZED LEADER IN PUBLIC SAFETY PROVIDING
QUALITY SERVICE TO OUR COMMUNITY**

DEPARTMENT MISSION

(Our core purpose)

**WE PROMOTE A SAFE COMMUNITY AND QUALITY OF LIFE
THROUGH PROTECTION AND SERVICE**

DEPARTMENT VALUES

(How we conduct ourselves)

- Professionalism -

**Our conduct and demeanor display the highest standard of
personal and organizational excellence**

- Integrity -

Honorable service with incorruptible ethics

- Respect -

**An attitude of admiration, consideration, and
thoughtfulness towards those we serve**

- Courage -

**The ability to master fear and take the appropriate actions
to protect the public and fellow officers from harm**

CITY PROFILE

Situated at the confluence of the Wenatchee and Columbia Rivers in the eastern foothills of the Cascade Mountains, Wenatchee is the regional hub for North Central Washington. It is the largest city in the region with a strong economic base from agriculture, manufacturing and tourism. In particular, fruit growing operations (apples, pears and cherries), new technology industries (YAHOO), the ALCOA Aluminum Plant, and outdoors related tourism like the Mission Ridge Ski Area as well as Ag-Tourism in the form of local wineries all make Wenatchee a popular place to visit, work and live. Retail trade, services and government are the major employers.

According to our Wenatchee Urban Area Comprehensive Plan, 29,320 people live within the City of Wenatchee. Over 21 percent of the population and 30 percent of the school district's population are of Hispanic or Latino descent. Another 17,000 residents are expected to move to the Wenatchee Urban Growth Area in the next 20 years. It would be fair to say Wenatchee has been discovered.

Geographical limitations mean this growing population will find themselves in higher density housing. Wenatchee already ranks 12th in terms of people per square mile of all cities in Washington State. Development along the Columbia River in Wenatchee is beginning to take place in earnest, and a number of condominium projects in this area should promote continued high density growth.

The city is facing some challenges. Traffic congestion is a major concern that is continuing to worsen, especially in the north and south ends of town along the City's major thoroughfares. Revitalizing south Wenatchee is another issue the City is tackling. Almost half of the homes in this part of town were built before 1939. Nearly 72% of the homes are renter occupied. Nearly half of the residents are Hispanic, compared to 20% in the city. One out of every four youth in the neighborhood lives in poverty.

COMMUNITY INPUT

The development of this plan included community input to help us identify those issues of most concern to our citizens in protecting our quality of life. Through community meetings, we identified top community concerns in the two broad categories of crime and traffic. The concerns identified are as follows:

Top 5 Crime Concerns

- **Gangs and related crimes**
- **Drugs and related crimes**
- **Malicious Mischief/Graffiti**
- **School Safety**
- **Police visibility/presence in high crime areas**

Top 5 Traffic Concerns

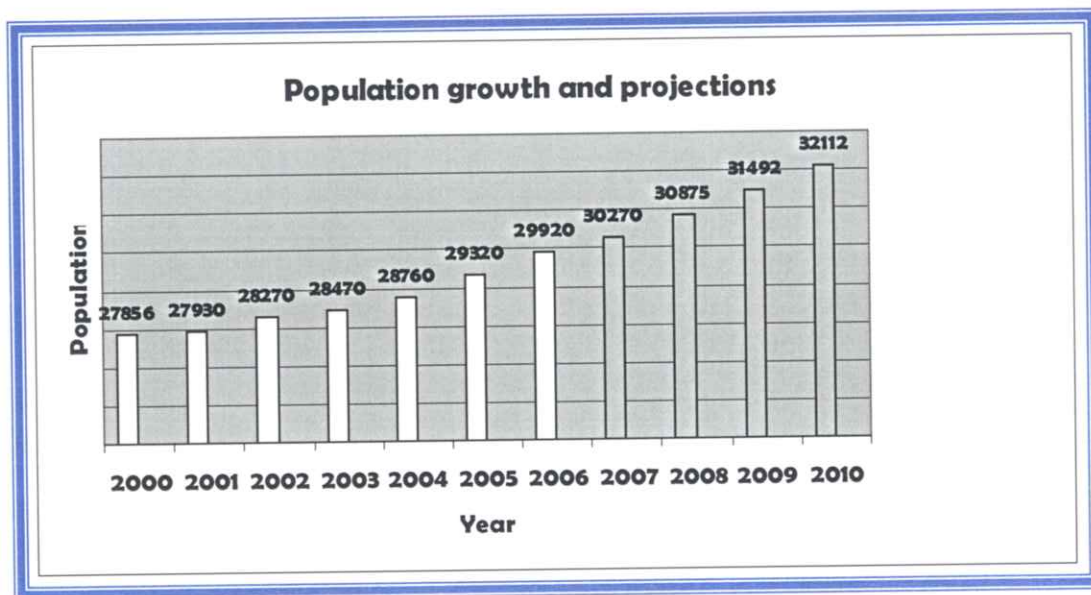
- **Pedestrian Safety**
- **Speeding**
- **Aggressive Drivers**
- **Red Light Violations**
- **Driving Under the Influence (DUI)**

TRENDS IN POPULATION, WORKLOAD, AND CRIME RATE

In developing this three year plan, we also took a close look at community and department trends. The trends discussed below will impact our ability to accomplish our stated goals if not planned for and taken into account as we move forward.

POPULATION

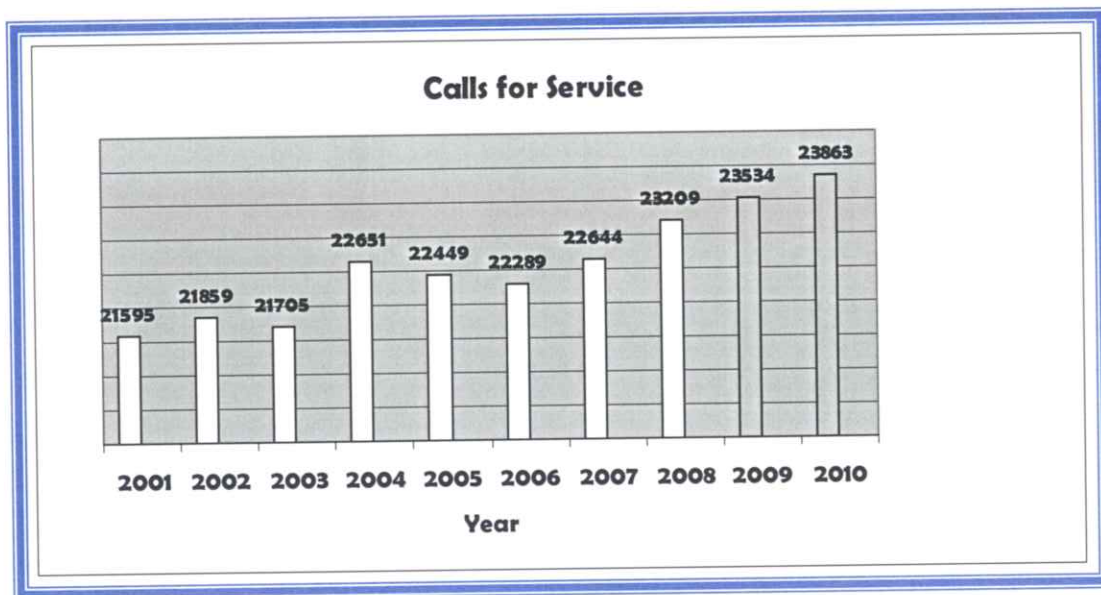
The quality of life in our community is becoming increasingly attractive to retirees, families, and businesses. The chart below indicates Wenatchee's historical growth rate and projected growth rate through 2010. Community development projects along the waterfront and revitalization efforts in the south end of town leave no doubt that Wenatchee will continue to grow in popularity leading to continued population growth.



Source: Office of Financial Management.
Projections based on 2005 → 2006 growth rate (2%)

WORKLOAD:

With increased population comes increased workload on all public services within the city. For police departments, work load is commonly measured by the annual number of calls for service. The chart below indicates the Wenatchee Police Departments historical and projected calls for service. Calls for service numbers generally follow population trends but can trend up more gradually (lower rate) based on numerous factors to include demographics and implementing strategies to reduce crime in the face of a growing population. The projections out to 2010 assume a calls for service increase of 1.4% per year based on the past 5 year average (2003 – 2007).



Source: Wenatchee Police Department Records Division

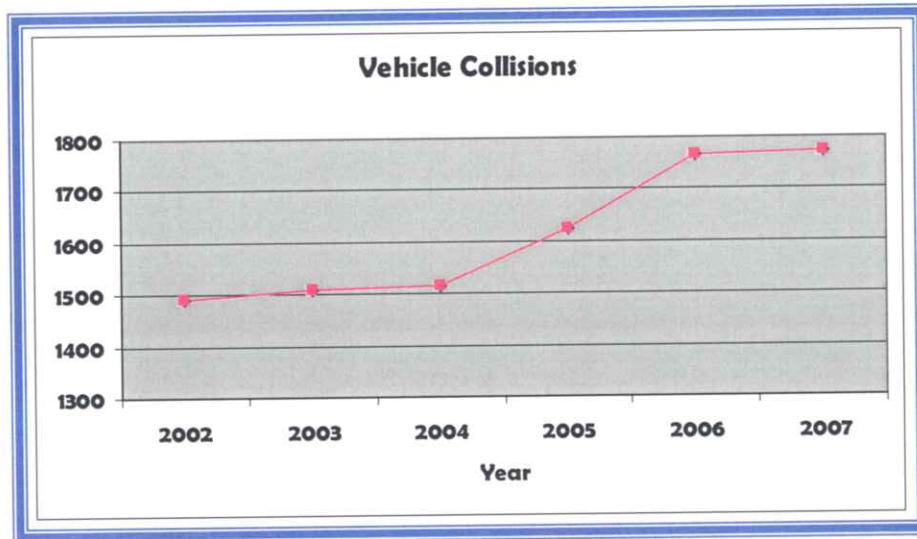
Calls for service paint the big picture when looking at the workload of police department employees. However, certain types of calls for service require more time and resources than other calls. Typically, traffic related incidents (collisions) and gang related crimes require more time and resources than other calls for service. While our calls for service numbers indicate a gradual 5-year upward trend, traffic and gang related incidents are increasing more significantly during the same time frame. It is

WENATCHEE POLICE DEPARTMENT

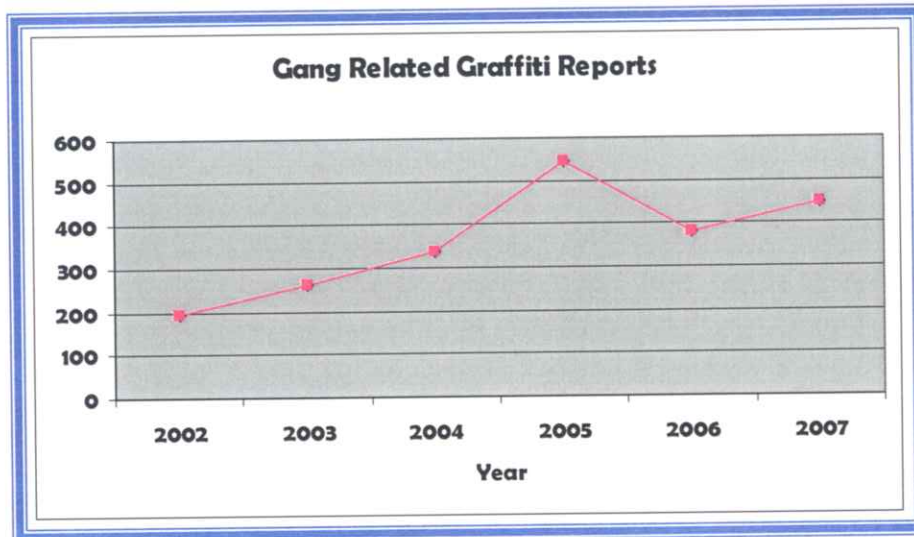
2008 – 2010 Strategic Plan

also no surprise, based on the current trends, that traffic and gang related issues are at the top of community concerns as confirmed in our community meetings.

The following charts reflect traffic and gang related crime trends:



Source: Wenatchee Police Department Records Division

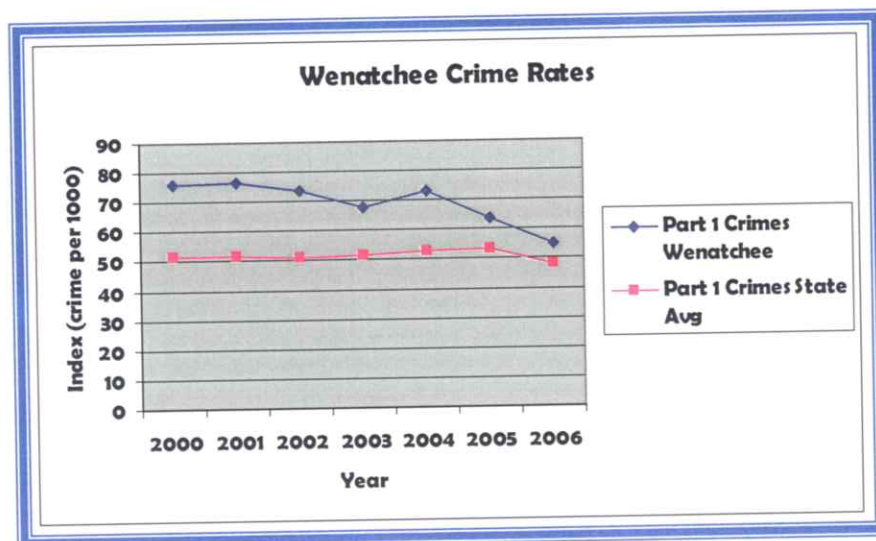


WENATCHEE POLICE DEPARTMENT

2008 – 2010 Strategic Plan

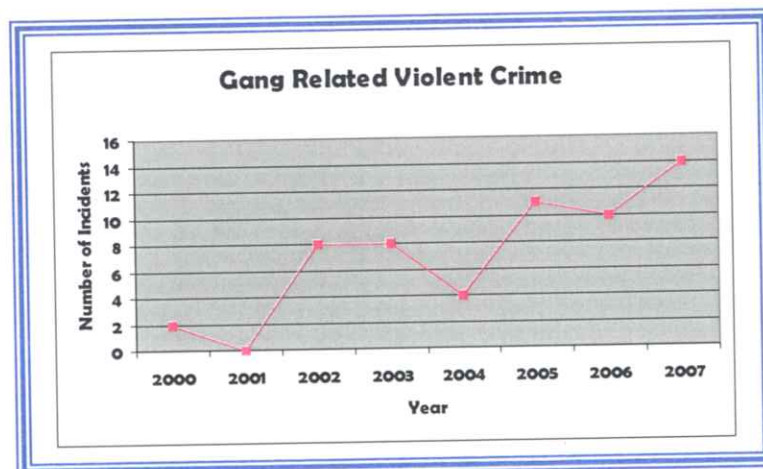
CRIME RATE:

Wenatchee's overall Part 1 crime index has trended downward over the past five years as indicated in the graph below. However, the Wenatchee crime index remains consistently higher than the state average and increasing gang related activity is a significant contributor to this index. Unfortunately, preliminary numbers indicate our crime index increased in 2007, reversing a strong three year downward trend.



Source: Washington Association of Sheriff's & Police

Through case analysis, we've determined the anticipated 2007 increase is a direct result of increased gang related violent crime incidents. The graph below illustrates the recent spike in gang related violent crime (felony assaults, rape, robbery, attempted murder).



DEPARTMENT GOALS DEVELOPMENT

Based on community input and ongoing analysis of community trends as described above, the employees of the police department met and established the following community based department goals:

Wenatchee Police Department Community Based Goals

- 1. Reduce Crime and the Fear of Crime**
- 2. Improve Traffic Safety**
- 3. Recruit and Develop Quality Personnel**
- 4. Increase Community Partnerships**
- 5. Improve Internal Proficiency**
- 6. Increase Use of Technology**

Supporting performance objectives and action plans are listed in Annex A of this plan.

POLICE DEPARTMENT STAFFING AND RESOURCES

In order to meet goals and objectives outlined in this plan, the department requires adequate resources and staffing.

Traditionally, a simple formula for police department staffing is the ratio of officers per 1000 population. The Department of Justice recommends 2 officers for every 1000 people; however, in Washington State agencies average closer to 1.5 officers per 1000. Wenatchee PD is currently at 1.37 officers per 1000. Though the ratio formula is frequently used to justify additional personnel, recent studies have shown that an increase in the officer to population ratio does not necessarily reduce crime rates. What is most effective in reducing the crime rate is a mission focused department with

established community based goals and implementation of community based action plans to accomplish those goals.

Therefore, it is our philosophy to link required staffing not to an arbitrary ratio, but rather directly to performance objectives and action plans we've developed to accomplish our community based goals.

Two of our listed action plans related to our community based goal of Reducing Crime and the Fear of Crime involve personnel and resource additions.

The first is the establishment of a four-officer proactive or "ProAct" unit in July of 2008 to increase our focused enforcement on gang related crimes. Through restructuring of our current personnel, we can accomplish this with only two additional officer positions in 2008 bringing our total officer strength to 44. Officers assigned to the ProAct unit work exclusively to counter significant community crime concerns through aggressive enforcement and community based problem solving. As indicated above, gang related crime is the top concern of our citizens and, unfortunately, it's on the increase. Though Wenatchee remains a leader in gang enforcement strategies within the region, our current staffing structure with just one full-time gang officer is no longer sufficient to suppress the influence of gang related crime in our community. A ProAct unit will provide a rapid and focused response to gang incidents as well as work with community partners to implement long term solutions.

A second increase in department personnel will, pending approval, occur in 2010 with the addition of four new officer positions to increase our patrol strength. With the annual projected increases in population and patrol call load, we anticipate less and less discretionary time for patrol officers to implement many of the action plans outlined in this plan—action plans that are key to accomplishing our community based goals. Action plans dependent on patrol officer discretionary time such as bike patrols in the downtown and along the waterfront, community education programs, and traffic emphasis patrols will decrease as the rising population and calls for service increase the patrol officers work load. By adding one more officer to each of the four patrol squads

in 2010 (from our current six officer squads to seven officer squads), officers will maintain an adequate amount of discretionary time to continue providing valuable services to the community. Annex C outlines our personnel and resource requirements ideal for implementation of this plan.

GOALS, PERFORMANCE MEASURES, AND ACTION PLANS

The following pages (Annex A) contains the “nuts and bolts” of the plan—a detailed breakdown of our community based goals, performance objectives, and action plans tailored specifically to the community concerns and emerging trends in Wenatchee over the next three years. Each action plan identifies the specific divisions and/ or personnel responsible for carrying out the action plan and a timeframe for the action plan to take place. Supervisors at all levels will track the progress of action plans assigned to their section and be prepared to discuss progress, feasibility, and effectiveness at scheduled staff meetings.

Key to abbreviations and acronyms in Annex A:

- **Admin** – Administrative division of the department
- **SSD** – Special Services Division
- **ProAct** – Proactive Unit
- **SRO** – School Resource Officer
- **DTF** – Drug Task Force
- **PIO** – Public Information Officer
- **Red** font indicates a measurable (quantitative) performance objective that will be updated from year to year to measure progress.

Goal 1: Reduce Crime and the Fear of Crime

Performance Objective 1a: Reduce level of crime by 5% a year as measured by part 1 crime index. 2007 Crime Rate = **Available in March, 2008**

1a Action Plans	Assigned To:	Funding	Timeframe			
			2008	2009	2010	
1a.1: Reinstitute Block Watch or similar neighborhood program	SSD	Existing Budget		Jan		Jan
1a.2: Patrol shifts, SSD, and Detectives will identify at least two community education projects and implement during the year. Total of 12 per year, or one per month	SSD, Detectives, Patrol	Existing Budget				
1a.3: Increase bike patrols in parks, downtown, and neighborhoods during weather permitting months. Target at least 16 hours per month per shift from May through September and document hours, use, and contacts/arrests	Patrol	Existing Budget				
1a.4: Patrol and Detectives will work closely with DOC and other agencies to increase warrant arrests by 5% per year. 2007 Warrant arrests = 915	Patrol, Detectives	Existing Budget				
1a.5: ProAct and Patrol shifts will collectively identify a monthly list of high crime areas or establishments for targeted emphasis – High Enforcement Area Targets (HEAT)	ProAct, Patrol	Existing Budget				
1a.6: Patrol shifts will quarterly identify a crime and community education focus area and develop strategies to impact the chosen areas	Patrol	Existing Budget				
1a.7: Pending approval, department will increase patrol shifts from current 6 officer shifts to 7 officer shifts to maintain effective levels of service	Admin	2010 budget			Jan	
1a.8: Increase department arrest rates by 5% per year through increased officer initiated contacts and quality/thorough investigations. 2007 arrest rate = 113.7 (total arrests / # of officers)	Patrol, SSD, Detectives	Existing Budget				

Goal 1: Reduce Crime and the Fear of Crime

Performance Objective 1b: Reduce number of violent gang incidents by 10% a year. 2007 violent gang incidents = 14

year. 2007 violent gang incidents = 14

Timeframe			
	2008	2009	2010
	</		

Goal 1: Reduce Crime and the Fear of Crime

Performance Objective 1c: Reduce number of reported graffiti incidents by 5% a year. 2007 reported graffiti incidents = **438**

1c Action Plans	Assigned To:	Funding	Timeframe		
			2008	2009	2010
1c.1: Implement comprehensive plan to address graffiti issues as outlined in gang response plan (Annex B)	Patrol, ProAct, SSD	Existing Budget	—	—	—
1c.2: Work with City of Wenatchee Public Works and VIPs to establish clean-up program to clean/cover graffiti on a quarterly basis	SSD	Existing Budget	—	—	—
1c.3: Establish active information campaign to mobilize community involvement in graffiti response	PIO, SSD	Existing Budget	—	—	—
1c.4: Increase mural projects on identified heavily tagged walls	Patrol, ProAct, SSD	Existing Budget	—	—	—
1c.5: Provide paint system to patrol officers to immediately cover graffiti	Patrol	Existing Budget	—	—	—
1c.6: Increase surveillance through technology purchases and block watch program	ProAct, Patrol	2009 Budget	—	Jan	—
1c.7: Utilize civil felony forfeiture laws to reduce incidents of gang related crimes	Patrol, Detectives, SSD	Existing Budget	—	—	—



Graffiti is the most common type of property vandalism (35%) according to the Bureau of Justice Statistics.

Goal 1: Reduce Crime and the Fear of Crime

Performance Objective 1d: Increase drug enforcement and community awareness.

1d Action Plans	Assigned To:	Funding	Timeframe		
			2008	2009	2010
1d.1: Maintain one detective within the multi-agency drug task force as grant funding provides	DTF, Admin	Existing Budget	→	→	→
1d.2: Partner with schools to provide anti-drug education to health class students	SSD, SROs	Existing Budget	→	→	→
1d.3: Plan and provide drug awareness classes to landlords and business owners. One class per year for landlords and business owners	DTF Officer	Existing Budget	→	→	→
1d.4: Provide drug awareness training to parents (at least one class per year)	Patrol, DTF Officer	Existing Budget	→	→	→
1d.5: Increase patrol level drug enforcement training – street level drug enforcement training within 3-year of new officer hire date	Training Coordinator, Patrol	Existing Budget	→	→	→
1d.6: Improve communication between patrol and drug task force	Patrol, Drug Task Force	Existing Budget	→	→	→
1d.7: Identify known drug houses and apply problem oriented policing to address	Patrol, ProAct	Existing Budget	→	→	→
1d.8: Secure funding and implement drug K9 program	Admin, Patrol	2009 Budget		Jan	→

Goal 1: Reduce Crime and the Fear of Crime

Performance Objective 1e: Reduce school crime incidents by 5% per year.
Current school crime incidents for 2007 = 533

1e Action Plans	Assigned To:	Funding	Timeframe		
			2008	2009	2010
1e.1: Maintain two SROs within the Wenatchee School District	Admin, SROs	Existing Budget	—	—	—
1e.2: Offer yearly training to school faculty on emergency response procedures, active shooter response, and gangs	SROs Coordinate	Existing Budget	—	—	—
1e.3: Exercise school emergency response plan at least at table top level every other year (2008 and 2010)	Admin	Existing Budget	↔		↔
1e.4: Review and update Rapid Responder school mapping data every other year	Admin	Existing Budget	↔		↔
1e.5: Increase patrol officer visibility in and around schools during school hours and special events	Patrol, SSD	Existing Budget	—	—	—
1e.6: SROs will actively identify gang members and educate school faculty	SROs, SSD	Existing Budget	—	—	—
1e.7: Partner with school district to identify ways to reduce crimes of opportunity in schools	Admin, SSD	Existing Budget	—	—	—

In 2005, one-quarter of all US students in grades 9–12 reported that someone had offered, sold, or given them an illegal drug on school property in the past 12 months

Source: National Center for Educational Statistics

Goal 1: Reduce Crime and the Fear of Crime

Performance Objective 1f: Reduce fear of crime as measured by community survey.

1f Action Plans	Assigned To:	Funding	Timeframe			
			2008	2009	2010	
1f.1: Develop and implement annual community survey process beginning in 2008	Admin	Existing Budget	Jul			
1f.2: Establish and Implement action plans to address community fears as determined through survey results	Admin	Existing Budget		Jan		

*This country will not be a good place for
any of us to live in unless we make it a good
place for all of us to live in*

-Theodore Roosevelt



Goal 2: Improve Traffic Safety

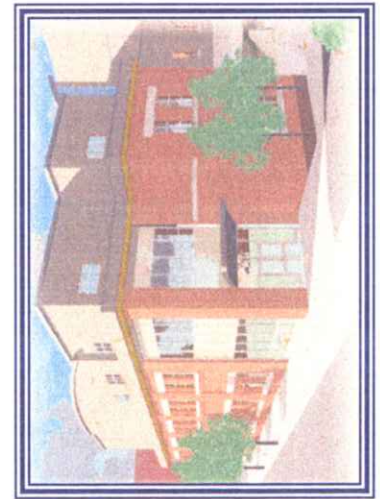
Performance Objective 2a: Reduce reported collisions per capita by 5%. 2007 reported collisions per capita = **58.6 per 1000 population**

Timeframe			
	2008	2009	2010
2a Action Plans – Using three-prong approach of Engineering, Education, and Enforcement			
Engineering:			
2a.1: Traffic Officer will review all collision reports to identify traffic safety trends and possible causes	Existing Budget	Existing Budget	Existing Budget
2a.2: Work with public works and transportation council to address engineering issues to help reduce collisions	Existing Budget	Existing Budget	Existing Budget
2a.3: Ongoing corner and street sign visibility enforcement	Existing Budget	Existing Budget	Existing Budget
Education:			
2a.4: Partner all enforcement efforts with media public education campaign	Existing Budget	Existing Budget	Existing Budget
2a.5: Establish regular (monthly) media platform for traffic safety education to include Spanish media outlets	Existing Budget	Existing Budget	Existing Budget
2a.6: Maintain use of mobile radar trailer and pursue funding to purchase additional mobile speed display signs	Grants	Grants	Grants
2a.7: Use donated electronic sign messages to promote traffic safety and pursue grant funding to purchase a sign no later than Jan, 2009	Grants or 2009 Budget	Grants or 2009 Budget	Grants or 2009 Budget

Goal 2: Improve Traffic Safety

Performance Objective 2a: Reduce reported collisions per capita by 5% (Cont.)

2a Action Plans (cont.)	Assigned To:	Funding	Timeframe		
			2008	2009	2010
Enforcement:					
2a.8: Implement red light camera enforcement program	Admin	Existing Budget	Mar	→	→
2a.9: Increase use of "tattle tale" lights at high collision intersections	Traffic Officer, Admin	Existing Budget	→	→	→
2a.10: Maintain continuous (quarterly) traffic focus/emphasis campaigns	Patrol, Traffic Officer	Existing Budget	→	→	→
2a.11: Maintain lead agency status of local traffic safety task force and participate in all related emphasis patrols coordinated by the task force	Patrol, Admin	Existing Budget	→	→	→
2a.12: Maintain dedicated traffic officer within the agency	Admin	Existing Budget	→	→	→



With courage you will dare to take risks, have the strength to be compassionate, and the wisdom to be humble. Courage is the foundation of integrity.

- Keshavan Nair

Goal 2: Improve Traffic Safety

Performance Objective 2b: Reduce the number of reported DUI related collisions by 5%. 2007 DUI related collisions = 19

2b Action Plans	Assigned To:	Funding	Timeframe		
			2008	2009	2010
2b.1: Partner with Liquor Control Officers to enforce alcohol establishment laws	Patrol	Existing Budget	→	→	→
2b.2: Patrol will increase DUI arrests by 5% and supervisors will hold their officers accountable towards this goal. 2007 DUI arrests = 143	Patrol	Existing Budget	→	→	→
2b.3: Drug Recognition Experts (DREs) will coordinate semi-annual DRE shift change training for patrol shifts	DRE Officers, Training Coordinator	Existing Budget	↔		↔
2b.4: Maintain participation in Washington Traffic Safety Commission DUI campaigns	Admin, Patrol	Existing Budget	→	→	→
2b.5: Annually (Jan) review WSP DUI arrest statistics on drinking locations within the area and target enforcement accordingly	Admin, Patrol	Existing Budget	Jan	Jan	Jan
2b.6: All commissioned personnel will be SFST trained and the department will develop a refresher training program to maintain officer proficiency	Patrol, Training Coordinator	Existing Budget		Jan	→

45% (235 deaths) of Washington State fatality collisions in 2005 involved impaired drivers.

A collision caused by an alcohol impaired driver is the most frequently committed violent crime in the United States today.

Goal 2: Improve Traffic Safety

Performance Objective 2c: Reduce number of reported vehicle vs. pedestrian and bicycle collisions by 5%.

2c Action Plans	Assigned To:	Funding	Timeframe		
			2008	2009	2010
2c.1: Traffic Officer will review all collision reports to establish a 2008 baseline for this performance objective	Traffic Officer	Existing Budget	→	→	→
2c.2: Increase contacts with pedestrian and bicycle violations	Patrol	Existing Budget	→	→	→
2c.3: Conduct at least one annual bicycle rodeo for kids promoting bicycle safety	SSD	Existing Budget	→	→	→
2c.4: Participate in Washington Traffic Safety Commission pedestrian safety campaigns	Patrol, Traffic TF	Existing Budget	→	→	→
2c.5: Partner with school district to increase student pedestrian safety around schools	SROs, Patrol, Admin	Existing Budget	→	→	→
2c.6: Pursue grant funding to equip all elementary school zones with electronic speed signs by Sept of 2010	Admin	Grants	→	→	→ Sep
2c.7: Increase patrols in downtown to enforce bicycle, skate board, and pedestrian laws	Patrol, Admin	Existing	→	→	→

2005 National Statistics

- 4,881 pedestrians were killed and 64,000 injured in traffic crashes
- 784 bicyclists were killed and 45,000 injured

Goal 3: Recruit and Develop Quality Personnel

Performance Objective 3a: Maintain staffing levels adequate to address community needs

3a Action Plans	Assigned To:	Funding	Timeframe			
			2008	2009	2010	
3a.1: Determine effectiveness of meeting community needs through annual survey and/or community meetings	Admin, SSD	Existing Budget	Jul	→	→	→
3a.2: Maintain and update 3-year staffing and resources plan (annex C) to address current and projected community needs	Admin	See Annex C	→	→	→	→
3a.3: Conduct annual departmental employee meeting to discuss future community needs and the department's role in meeting them	Admin	Existing Budget	→	→	→	→
3a.4: Anticipate attrition and hire accordingly	Admin	Existing Budget	→	→	→	→

Wenatchee Police Department Staffing Trends

- ❖ A significant number of Wenatchee police officers will be eligible for retirement within the next two years creating a staffing challenge for the department.
- ❖ It takes over a year to recruit and train an entry level officer
- ❖ Throughout the nation, the recruitment of quality individuals into the law enforcement profession has become a significant challenge.
- ❖ The Wenatchee Police Department is a premier department within a desirable community. For these reasons, we have been fortunate in attracting high quality entry level and lateral officers over the past few years unlike the national trend.

Goal 3: Recruit and Develop Quality Personnel

Performance Objective 3b: Maintain adequate and current entry level and lateral candidate hiring roster.

3b Action Plans	Assigned To:	Funding	Timeframe		
			2008	2009	2010
3b.1: Be a regional leader in pay, benefits, and professional opportunities to attract quality applicants	Admin	Existing Budget	—	—	—
3b.2: Create promotional products to promote Wenatchee's quality of life and cost of living aspects to prospective applicants	Admin	Existing Budget	—	—	—
3b.3: Recruit qualified Latino and bilingual officers through targeted advertising and incentive pay	Admin	Existing Budget	—	—	—

As greater quality is built into a product, the cost of achieving quality does not increase, but rather decreases

- Norman Augustine AUGUSTINE'S LAWS

Goal 3: Recruit and Develop Quality Personnel

Performance Objective 3c: Increase employee development and quality training

3c Action Plans	Assigned To:	Funding	Timeframe		
			2008	2009	2010
3c.1: Maintain regional training center status attracting quality training to our facility	Admin, Training Coordinator	Existing Budget	—	—	—
3c.2: Create training/professional development tracking database for each employee	Admin, Training Coordinator	Existing Budget	—	Jan	—
3c.3: Increase minimum education requirement to 30 hours per year for full-time commissioned officers and 20 hours for support staff	Admin	Existing Budget	—	—	—
3c.4: Supervisors will maintain succession/career development plan on each officer and incorporate into PMI	Sergeants and above	Existing Budget	—	—	—
3c.5: All personnel will receive one PMI at the end of quarters 1,2 and 3 and an end of the year evaluation	Admin	Existing Budget	—	—	—
3c.6: Train and maintain an adequate number of Patrol Training Officers (PTOs). Target of no less than 8	Admin	Existing Budget	—	—	—
3c.7: The department will send at least one officer per year to the WVC annual immersion Spanish class	Training Coordinator	Existing Budget	—	—	—



Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.

- George S. Patton

Goal 3: Recruit and Develop Quality Personnel

Performance Objective 3d: Maintain quality reserve and volunteer programs

3d Action Plans	Assigned To:	Funding	Timeframe		
			2008	2009	2010
3d.1: Maintain and enforce reserve officer and VIPS performance and training standards in accordance with policy	Reserves & VIPS Coordinator	Existing Budget	→	→	→
3d.2: Develop reserve officer yearly core task checklist	Reserve Coordinator	Existing Budget	→	→	→
3d.3: Conduct annual review of reserve officer unit and VIPS during sergeant evaluation week (January)	SSD Sgt	Existing Budget	Jan	Jan	Jan
3d.4: Reserves will receive monthly training on core competencies	Reserve Coordinator	Existing Budget	→	→	→
3d.5: Conduct annual review (July) and risk assessment of VIPS tasks to maintain quality and efficient task assignments	VIPS Coordinator	Existing Budget	Jul	Jul	Jul



2007 Wenatchee PD Volunteer hours
VIPS hours – 2725
Police Reserves hours – 1466

Thank you!



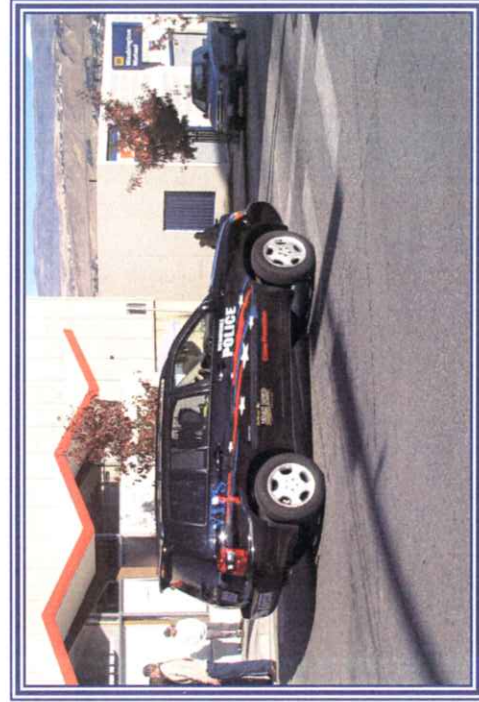
*Police Reserve Sergeant
 Bill Huffman
 1980's*

Goal 4: Increase Community Partnerships

Performance Objective 4a: Increase availability and development of community programs (VIPS, Citizen Academy, Special Events)

4a Action Plans	Assigned To:	Funding	Timeframe		
			2008	2009	2010
4a.1: Conduct one citizen academy per year to educate public and grow Volunteers in Police Service (VIPS) program	SSD	Existing Budget	→	→	→
4a.2: Create monthly citizen training program (in support of Action Plan 1a.2.)	Admin	Existing Budget	→	→	→
4a.3: Partner with Parks Department to review community center youth services and WPD support/involvement	Admin, SSD	Existing Budget	→	→	→
4a.4: Coordinate and facilitate maximum department and community input in annual National Night Out event	SSD	Existing Budget	→	→	→

No matter how big and powerful government gets, and the many services it provides, it can never take the place of volunteers. --Ronald Reagan



VIPS vehicles donated by Town Toyota and Reichert Nissan

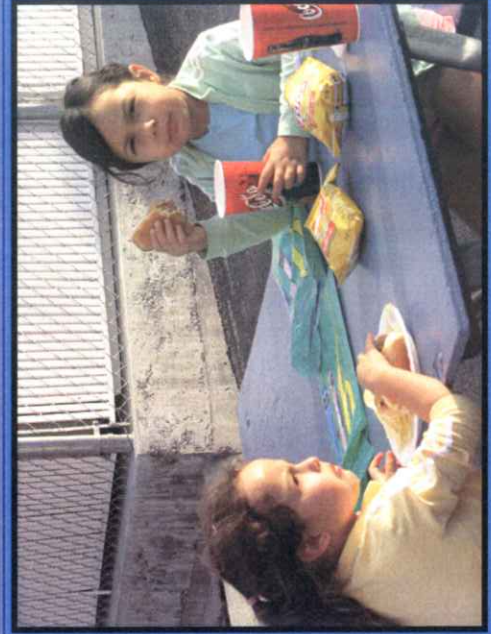
Goal 4: Increase Community Partnerships

Performance Objective 4b: Increase the availability of education for parents of at risk youth

4b Action Plans	Assigned To:	Funding	Timeframe		
			2008	2009	2010
4b.1: Provide annual shift training to officers on Family Reconciliation Act and Truancy Petition	SROs	Existing Budget	—	—	—
4b.2: Develop/Publish Wenatchee PD Parent Resource Guide in both Spanish and English	Admin Sgt	Existing Budget	Jan	—	—
4b.3: Provide annual invitation to PTSA and Head Start groups offering parent education (presentations) and other department resources	SSD	Existing Budget	—	—	—
4b.4: Integrate updated parent education topics into new WPD/COW Website	Tech. Serv. Mgr.	Existing Budget	Jan	—	—

Parent Education Focus Areas:

- ✓ Gang Awareness
- ✓ Drug and Alcohol Abuse Prevention
- ✓ Parental Rights
- ✓ At Risk Youth Petition
- ✓ Sex Offender Awareness and Risks
- ✓ Firearms Safety



Goal 4: Increase Community Partnerships

Performance Objective 4c: Facilitate community involvement in problem solving

4c Action Plans	Assigned To:	Funding	Timeframe		
			2008	2009	2010
4c.1: Provide regular monthly training to community – Advertise via COW weekly radio spot, website, and utility bill mailings	SSD, Admin	Existing Budget	—	—	—
4c.2: Conduct one business community meeting per year to develop solutions to identified problems within the business community	Admin	Existing Budget	—	—	—
4c.3: Officers will receive annual shift change training on community problem solving methods	Training Coordinator	Existing Budget	—	—	—
4c.3: Officers will use SARA or similar problem solving model to involve community as a stakeholder in solving neighborhood concerns	Patrol, SSD, Detectives	Existing Budget	—	—	—

What is the SARA problem solving model?

Scanning, Analysis, Response, Assessment (SARA) is a problem-solving model frequently used by law enforcement. Problem solving is an integral component of the philosophy of community policing. The problem-solving approach is a methodical process for reducing the impact of crime and disorder problems in a community.

Goal 4: Increase Community Partnerships

Performance Objective 4d: Improve outside agency/organization partnerships

4d Action Plans	Assigned To:	Funding	Timeframe		
			2008	2009	2010
4d.1: Increase agency involvement in community events (National Night Out, Special Olympics, Fiesta Mexicana)	All	Existing Budget	—	—	—
4d.2: Invite outside agencies and organizations to take part in department programs	Admin	Existing Budget	—	—	—
4d.3: Partner with outside agencies and organizations to provide crisis intervention to community (MHP, Woman's Resource Center, etc)	All	Existing Budget	—	—	—
4d.4: Maintain, equip , and fund at least 6 officer positions on the Regional SWAT team to insure adequate and safe response to high risk emergency situations	Admin	Line Item 2009	—	—	—
4d.5: Partner with outside agencies to address specific crime trends as they arise	SSD, Patrol, Detectives	Existing Budget	—	—	—

The Wenatchee Police Department recognizes that partnerships are essential in providing long-term solutions to problems that arise in our community. Making arrests of those offenders that commit crimes is generally a temporary fix to a deeper community concern; therefore community partnerships, combined with problem-oriented policing, is the ideal approach for the City of Wenatchee.

Goal 5: Improve Internal Proficiency

Performance Objective 5a: Improve communication flow between employees

5a Action Plans	Assigned To:	Funding	Timeframe		
			2008	2009	2010
5a.1: Employees at all levels will use the chain of command to facilitate effective communication through all levels of the organization	All	Existing Budget	→	→	→
5a.2: Leaders at all levels will provide initial feedback to subordinates concerning questions, concerns, or suggestions within 3 working days	All	Existing Budget	→	→	→
5a.3: At least one member of each division or section will be present at the 0700 shift change Mon – Fri to facilitate effective department information exchange (SSD, Detectives, Patrol, Administration, Records)	All	Existing Budget	→	→	→
5a.4: Conduct annual employee meeting (November) to review strategic plan, recap accomplishments and shortfalls, and discuss emerging trends and strategies	All	Existing Budget	Nov	Nov	Nov

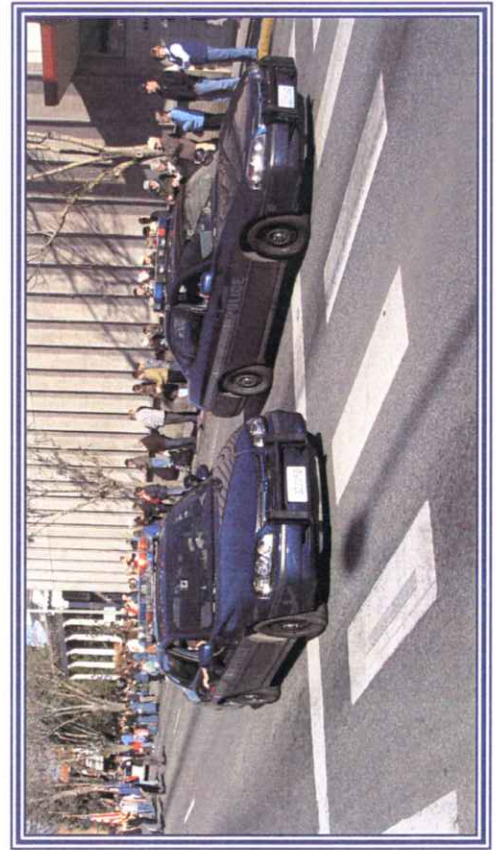
Courage is what it takes to stand up and speak; courage is also what it takes to sit down and listen.

- Winston Churchill

Goal 5: Improve Internal Proficiency

Performance Objective 5b: Maintain personnel and equipment resources in proportion to officer output

5b Action Plans	Assigned To:	Funding	Timeframe		
			2008	2009	2010
5b.1: Conduct annual review of department personnel and resource plan (Annex C) to insure employees are fully resourced to safely carry out their assigned duties	Admin	Existing Budget	Aug	Aug	Aug
5b.2: Implement an updated inventory management system in partnership with city public works department	Tech. Serv. Mgr.	Existing Budget		Jan	↑
5b.3: Establish vehicle equipment and maintenance standards and track compliance	Admin	Existing Budget	↑	↑	↑
5b.4: Order programmed replacement vehicles at earliest possible date and contract vehicle set-ups to insure timely fielding of new vehicles	Admin	Existing Budget	↑	↑	↑



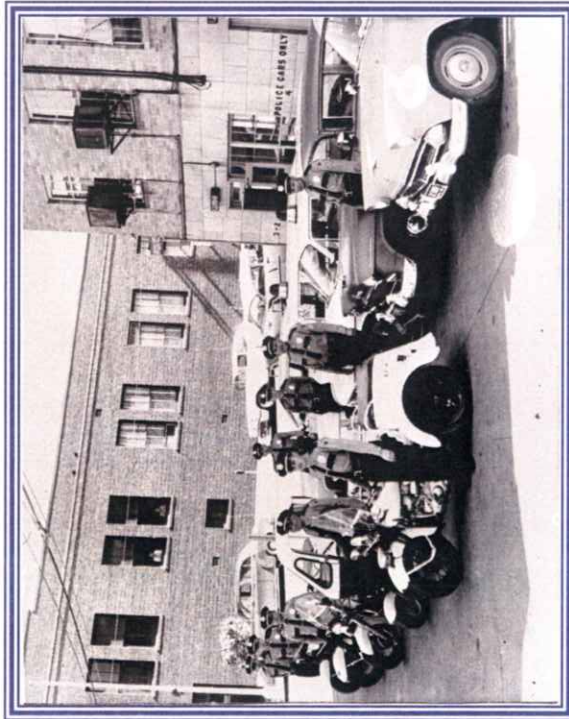
A little neglect may breed mischief: for want of a nail the shoe was lost; for want of a shoe the horse was lost; and for want of a horse the rider was lost

- Benjamin Franklin

Goal 5: Improve Internal Proficiency

Performance Objective 5c: Increase employee accountability and recognition

5c Action Plans	Assigned To:	Funding	Timeframe		
			2008	2009	2010
5c.1: Employee evaluations and quarterly counseling formats will include an assessment of contributions to the mission, goals, objectives, and action plans contained in the department strategic plan	Supervisors	Existing Budget	Apr		
5c.2: Establish a department Awards Board to standardize the awards program and recommend awardees	Admin	Existing Budget			



Wenatchee Police Department Personnel and Vehicles, 1960.

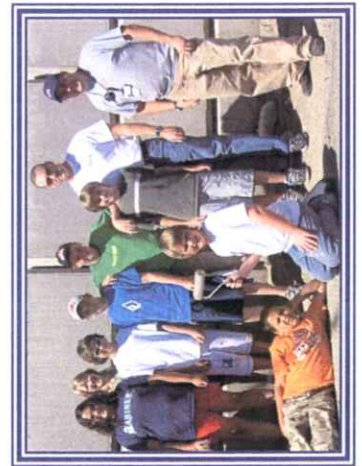


Same location, police vehicles, 2004

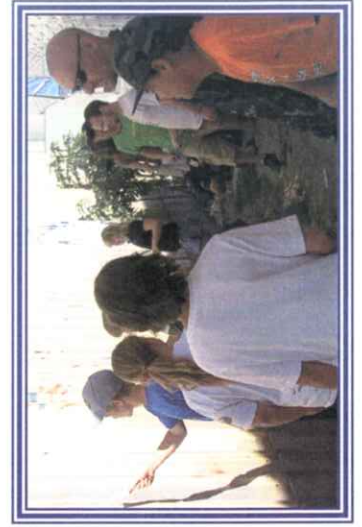
Goal 6: Increase Use of Technology

Performance Objective 6a: Improve department efficiency and officer safety in the field through use of technology

6a Action Plans	Assigned To:	Funding	Timeframe		
			2008	2009	2010
6a.1: Purchase and install hands free communication technology in patrol cars	Tech. Serv. Mgr.	Existing Budget	—	—	—
6a.2: Purchase crime mapping software to increase patrol efficiency	Tech. Serv. Mgr.	2009 Budget		—	—
6a.3: Purchase/Implement voice recognition report writing into current Spillman software	Tech. Serv. Mgr.	2009 Budget		—	—
6a.4: Acquire and implement E-ticket processing in accordance with state timeline	Records, Tech. Serv. Mgr.	2009 Budget		—	—
6a.5: Increase the use of electronic surveillance equipment to deter and detect crime (such as graffiti)	Admin	2009 Budget	—	—	—
6a.6: Implement National Incident Based Reporting System (NIBRS)	Records Div	2009 Budget		—	—



Wenatchee PD Officers and VIPS volunteers partner with YMCA Day Camp kids to paint over gang related graffiti. July, 2007.



WENATCHEE POLICE DEPARTMENT**2008 – 2010 Strategic Plan****Comprehensive Gang Strategy**

Wenatchee Police Department recognizes there are criminal street gangs operating in the City of Wenatchee. People who are members of or affiliate with these criminal street gangs live within the city limits as well as in other areas within the Wenatchee Valley. In addition, gang members come from surrounding areas, including, but not limited to; Quincy, Chelan and Bridgeport.

Gangs have been in the Wenatchee Valley for many years and continue to create problems, most notably, increased criminal activity that affects our community's quality of life. WPD has devoted various resources towards combating this problem (gangs and gang activity) and the solutions have met with varying success over the years.

WPD is seeking to implement a new strategy to deal with gangs, gang recruitment and gang activity. We recognize that any strategy put in place has to partner with members of the community, businesses, schools and especially other groups involved with criminal justice, in order to maximize the potential impact.

Chief Tom Robbins recently wrote a letter to the state legislatures, in support of a gang related bill, which ultimately failed. In his letter, Chief Robbins wrote; "It is most evident that gang members and associates willfully commit serious crimes against persons and property and demonstrate absolutely no respect for the law abiding citizens of our community." Chief Robbins also pointed out that juveniles join gangs for a variety of societal reasons and he referred to the 2006 assessment by the Office of Juvenile Justice Delinquency Prevention, which completed a study on the gang issue in Wenatchee. Chief Robbins stated; "Unfortunately, regardless of the reason, these youth are functioning as criminals and are a clear and present danger to our citizens and very destructive to public and private property." Finally Chief Robbins recognized that the best chance for real success would be to reduce the number of youth involved in gangs and see them lead productive lives (a larger societal problem), but that unless we aggressively enforce laws and bring the violators to justice and hold them accountable on a long term basis, the problem will continue to worsen.

In response to the continued and escalating gang problems in Wenatchee, WPD formed a work group to present strategies to deal with this issue. This group included the following personnel: Officers Miller, Johnson, J. Reinfeld, Chance, Geiger, Martin, Thompson and Sgt. Dresker. These officers represent gang officers, patrol officers and a school resource officer. Several meetings were held resulting in this comprehensive plan to reduce gang related crime and the impact such crimes have on our community.

Part of our mandate in developing this comprehensive gang strategy was the result of the new WPD overall Strategic Plan and Mission Statement. We would refer the reader to those documents for further information on the purpose and need for this comprehensive gang strategy.

The gangs referred to in this document are "criminal street gangs". The primary activity of these gangs involves criminal activity. The age of the gang members varies widely (although a typical age range is from around 15 years old to around 23 years old) and the types of criminal activity gang members are involved in varies even more. The reality for the Wenatchee Valley is that most of the gang members here are Hispanic, although there are a few gang members from other ethnic groups. Regardless, the Wenatchee Police Department does not direct resources based on a persons ethnic group, but rather on their behavior relating to criminal conduct.

It is recognized that the goal of dealing with gangs must incorporate various responses and levels of intervention. Early on in the process we decided to come up with strategies for the following levels of response; Prevention, Intervention and Enforcement. This three-prong approach also mirrors the final report recommendations of the 2007 Washington State Legislative Work Group on gang related crime.

At the time of the final compiling of this comprehensive gang strategy, WPD has reorganized part of the department. This includes renaming the Neighborhood Resource Team (NRT) to the Special Services Division (SSD). At some point (anticipated to be the summer of 2008) the intent is to increase the number of officers in that unit and to integrate the two gang officer positions into SSD. Some of these officers will form a "PROACT" unit, attached to SSD and they will be tasks with gang investigations and coordination of gang related tasks.

The state legislation also formed a Gang Related Work Group, which just returned its study and suggestions (January 2008). Any results or actions taken at the state level, as a result of this study, may impact our abilities to deal with gangs within the City of Wenatchee.

Prevention:

Prevention would best be applied to younger "at risk" youth. One source indicates this age would generally be from around 11 to 13 years of age. In addition, parents would benefit from prevention strategies as they look for information and tools to prevent their kids from joining or associating with gangs. Community members would also be a focus in this area (ie. Block Watch). Active gang members and "associates" would not be a primary focus in this area.

Intervention:

This area targets associates, younger brothers and sisters of gang members, parents, classmates, etc. In addition, police officers would be involved in this area in respect to training them in identifying gang members, problem areas, etc.

Enforcement:

Law Enforcement is best suited to deal in this area. Enforcement would include arresting gang members, active patrols, zero tolerance, bike patrols, etc. Partnering with other criminal justice organizations would also benefit the enforcement aspect. We believe most of our time (Law Enforcement) will be spent in this area. As part of this, gang members need to understand that actions have consequences!

Many tactics or strategies will span more than one area or category listed above.

In addition to dividing this comprehensive strategy into these three areas, we also attempted to detail three timelines for implementation. These are; Immediate, Soon and Future. The intent is to keep from having "lofty goals" that are always waiting to be implemented.

Immediate:

Strategies that can be put into effect now and which require little or no preparation to implement.

Soon:

Strategies which can conceivably be put into effect within a few months. These strategies might need more planning or may be dependant upon other factors such as the development of a process, money, additional officers, etc.

Future:

Strategies which will be implemented further into the future than a few months. These strategies might depend upon new laws, research, manpower, money, developed processes and/or programs, etc.

The layout of this comprehensive gang strategy document will list actions for each area (Prevention, Intervention and Enforcement) and each action in those areas will be marked as "Immediate, Soon or Future". A timeline will be forthcoming, listing in chronological order what specific actions can be implemented immediately, soon or in the future.

At the end of the Enforcement section, we'll cover laws. These include current laws in which we need to continue to enforce or start enforcing, and laws that we should consider implementing in the City of Wenatchee (i.e. Curfew).

Definition of a gang:

RCW 59.18.030 states:

"Gang" means a group that: (a) Consists of three or more persons; (b) has identifiable leadership or an identifiable name, sign, or symbol; and (c) on an ongoing basis, regularly conspires and acts in concert mainly for criminal purposes.

"Gang-related activity" means any activity that occurs within the gang or advances a gang purpose.

I. Prevention:

- 1. G.R.E.A.T. program (FUTURE – Some research has been done but at this time the school district can not dedicate the necessary time to the program)**

Any future implementation of this program will depend greatly upon the availability of the school district to participate. Without their participation, this program will not be possible.

This is an established program, similar to the D.A.R.E. program, but oriented around gangs.

G.R.E.A.T. stands for Gang Resistance Education And Training.

The program is geared towards kids in the 6th grade (11-13 years old).

An officer assigned to this would go to an 80 hour training course then be committed to "fulltime" instruction of students in schools, for 13 weeks.

We would suggest this position be filled by someone from the Special Services Division (SSD) or by a third gang officer position (more on that later).

Federal grant money is available if we qualify.

- 2. Gang information pamphlets (IMMEDIATE – We have pamphlets)**

Gang information pamphlet to distribute to at-risk families or those living in affected geographical areas.

The pamphlet contains:

- ❖ Information about gangs and what to look for to determine if kids are moving towards a gang.**
- ❖ Information about parental rights and responsibilities.**
- ❖ Current laws affecting both the kids and the parents.**
- ❖ Finally, avenues or suggestions to assist parents or citizens in dealing with gang problems.**

- 3. Block Watch (Future – Per WPD strategic plan, scheduled for January of 2009)**

Bring back a Block Watch program, especially in gang affected areas.

- ❖ This function will rest with the SSD Division.**
- ❖ The potential benefits of this program are well recognized.**

- 4. Parental Interaction (SOON – Possible implementation when SSD evolves)**

Interaction with parents during parent/teacher conferences. Set up a "booth" with the information pamphlet and to answer questions. The dates for this type of event would dictate who would perform this function; SSD, Gang Officers or Patrol.

5. Internet and Media (IMMEDIATE – Some work has been done on the web site already. Further implementation when SSD evolves.)

Develop the Police Department web site and create a section regarding gang awareness and information. Create a URL or link on that site for citizens to enter data or send an email, to give information about gangs or gang activity.

Use the radio to give information and get community input/ideas. PSA's can be done and talks like the "Take 2" program can be done.

6. WPD Gang Officers (IMMEDIATE – Already in effect, but needs to be maintained)

Maintain a viable gang unit/officers at WPD

The Departmental Strategic Plan is to increase the personnel in the SSD and integrate the two current gang officer positions into that unit and form a PROACT unit as part of SSD. With this structure, there will be a central focus for gang investigations and activity, which will work with shift gang officers.

Continued gang training for officers tasked with additional gang investigations responsibilities.

Continue sending gang officers to conferences, when appropriate, to update intelligence/training.

Maintain communications (mostly through email) with "The Wagon", which is an email based state gang information group (connected through ILGIA – The International Latino Gang Investigators Association).

Encourage participation in state gang issues (i.e. State gang advisory board) when possible.

The officers working in SSD are valuable as a full time effort into the gang problem.

7. Addition of Officer/Corporal to SSD (SOON – Anticipated to occur in summer of 2008)

Bringing the Special Services Division to full strength (as outlined in the proposal) will allow that unit to be fully utilized and increase our (WPD) ability to deal with gang related issues.

Officers assigned to SSD should have an interest in dealing with gang related issues.

8. SRO's (IMMEDIATE – Continue)

Continue the School Resource Officers and their interaction with our local schools. They are a great asset in dealing with gangs in the schools, dealing with parents and with gang intelligence information.

II. Intervention:

1. Identify at-risk youth and attempt intervention (IMMEDIATE – Continue)

These youth may be the younger siblings of gang members or they may be others who have been identified by a variety of sources or means as “at-risk”.

Home visits or school contacts with the kids and the parents.

The gang information pamphlet can be a starting point.

Counseling with the kids should occur and they should be given information on some other “outlets”, like the community center, night court, etc. as well as the negative results of being in a gang (age appropriate conversations of course).

2. Public presentations (IMMEDIATE – Occurring already and needs to be strengthened through \$\$\$)

These can be as a result of requests or department initiated.

Again, these presentations can be based on information in the gang pamphlets as well as in power point or other material.

These will occur at the schools, churches, service clubs or other locations as requested.

3. Parental contacts (IMMEDIATE – Occurring already and needs to be strengthened through \$\$\$ and patrol)

Upon arrests of juveniles for gang related crimes, contact should be made with parents. The gang information pamphlet should be given to these parents.

4. Police training/resources/reports/stats (IMMEDIATE – In progress and needs to be strengthened through \$\$\$)

Periodic shift training on gangs and related topics (done by gang officers)

Gang officer continues to publish a gang update, at least monthly.

Establish a report box in the squad room, where gang related reports can be kept for officers to review.

Add data fields to current Incident/Supplemental report forms, for gang related information (at least a field to indicate “Gang Related”).

- ❖ This would mostly be for statistic gathering purposes to assist with future trends, needs, etc.

Identify problem areas and post these areas on the board.

- ❖ Develop a usable form, to assist officers in determining why an area is a problem and what could be done to help eliminate or reduce the problem (i.e. add street lights, cut down trees, focus on a particular gang house)
- ❖ Have a list of resources available for officers who wish to work on the problems.

Train officers on the importance of including gang background information on arrest reports dealing with gang members, especially when they are arrested for gang related crimes.

- ❖ Shift gang officers can assist with this
- Conduct a yearly statistical analysis of gang activity from reports and other sources.
- ❖ This would be done by the gang officers and reviewed at a staff meeting.
- ❖ While measuring how our gang strategy is working may be difficult, this process would be of assistance in this goal.

5. Graffiti clean-up (IMMEDIATE – Occurring already, but needs to be strengthened through \$\$\$)

Establish a routine graffiti documentation and clean-up procedure.

Encourage participation of VIPs and community volunteers

Partner with paint supply businesses for supplies

Establish a “court approved” procedure to get juvenile offenders to assist in painting over graffiti

- ❖ **Work with Juvenile and Court Commissioners.**

Modify the city ordinance and change the mandatory clean-up from 15 days to 7 days. This allows us to get the graffiti painted over quicker and creates less liability when we go out and paint over the graffiti.

Place spray paint cans and graffiti remover in the trunks of patrol cars, so officers can do quick paint-over’s.

Work with VIPs to establish a “routine” for paint-over’s.

6. Various types of patrols and focuses. These are outlined under the “Enforcement” section, for continuity, although they could easily fall into the “Intervention” and even “Prevention” categories.

III. Enforcement:

1. High Enforcement Area Target - H.E.A.T. (IMMEDIATE – Occurring)

This involves patrol shifts adopting a strategy of working in High Enforcement Area Target locations.

These locations are established by the gang officers or can be situational dependant (i.e. active gang members in a certain area).

Ideally each patrol officer would make it a point to spend 15 to 30 minutes in a designated HEAT location, per shift.

For example;

- ❖ **Methow Park is designated a HEAT location. One officer (no matter their assigned area in town) spends 20 minutes at the park. The officer could walk the park, sit on a bench, talk with people or just sit in his car by the park**
- ❖ **The 700 block of Cashmere is a HEAT location. Another officer (no matter their assigned area in town) spends 15 minutes in the 700 block of Cashmere. The officer can sit in his car, walk the sidewalks, talk with people or make contacts with neighbors.**
- ❖ **All officers on a shift will make an effort to spend the allotted time in an HEAT location.**

The most basic idea of this strategy is to be visible. The additional goal would be public interaction.

2. Pro-Active Gang Enforcement (P.A.G.E.) Patrols (IMMEDIATE – Occurs but needs to be strengthened through \$\$\$)

One or two days a month get all of our gang officers together to work gang emphasis.

Under normal circumstances, officers work an “altered shift” to accommodate this.

Officers work whatever hours fit the plan and work together as a unit to work on gang related issues.

Officers also conduct a monthly gang meeting and training during this time.

Two consecutive days are ideal and officers need to coordinate this with their supervisors.

We have already done this on two consecutive months, with great success!

3. Partner with Non-Police agencies (SOON – Occurs, but still needs work)

With DOC to arrest DOC gang members violating DOC restrictions/requirements. This will also include assisting DOC with home visits of gang members on as regular a basis as possible.

With Federal authorities when possible, including BATF, FBI, ICE, to seek more severe sanctions or other assistance with gang members.

- ❖ As part of this, shift training will be done to let officers know what requirements are needed by these agencies for them to “adopt” a case.

Utilize intelligence information officer (Shawn Mahood) for information and dissemination of information.

City of Wenatchee Code Enforcement Officer

HUD Housing Authorities

With groups such as the C.A.F.E. Group. This group has already been approached. They may be willing and capable of assisting with interaction with the Hispanic community affected by gang activity. We need to determine what level of involvement they would have and exactly what role they would play. Corporal West is the contact person for this group.

4. Coordinate with Chelan County Prosecuting Attorneys (CCPA) Office and the Wenatchee City Attorney (IMMEDIATE)

For any gang enforcement to be effective, we need to work with CCPA/City Attorney.

Our ultimate goal in working closely with CCPA and the City Attorney is to prosecute gang members, who commit gang related crimes, to the fullest extent possible.

Hold periodic meetings at the administrative level with these attorneys.

Discuss this comprehensive gang strategy and how to best work together to accomplish successful prosecution of gang members.

Shift training will be done with officers to further train them on fulfilling the requirements necessary to help CCPA/City Attorney to their jobs.

5. Partner with area Police agencies (SOON – Some progress, needs to be strengthened through \$\$\$)

Start with CCSO - to form a coordinated gang response unit.

We need to communicate with CCSO (and other agencies as we develop this) to have them commit one or two Deputies to meet with our gang officers for gang intelligence sharing and training.

Encourage CCSO to take part in the PAGE patrols.

Limit the operational range of our participation. In other words, if Douglas County wanted to join this effort, we wouldn't want to commit our Officers to Bridgeport gang enforcement. However, our local gang members live and play in Malaga, E. Wenatchee, Cashmere, etc. There is value in our officers, as part of the PAGE patrols, arresting the gang members in areas even outside the city limits, as this gives the message that they can't hide if they are wanted by the police and are members of a gang that's active in Wenatchee.

Participation by CCSO (and other agencies) can benefit both them and WPD.

Include DCSO and EWPD in the process.

Continue working with the C.R.D.T.F. and encourage our gang officers to interact with this unit. Working narcotics related cases against gang members is an effective way to deal with them, as many gang members are involved in the use and distribution of controlled substances.

6. Pro-Active shift patrols (SOON – Occurs when manning allows and needs to be strengthened through \$\$\$)

These patrols will be manned by patrol shifts officers and/or gang officers and would focus around neighborhoods affected by gang activity.

- ❖ Marked units (2 officers minimum)
- ❖ Unmarked vehicle patrols (2 officers minimum)
- ❖ Bike Patrol (2 officers minimum)

7. Strict Enforcement philosophy towards gang related activity (IMMEDIATE – Work in progress)

Gang members should expect to be arrested and WPD offices will arrest gang members for all gang related criminal activity.

Encourage appropriate officer safety pat downs of gang members when on contacts with them.

8. Technologies (FUTURE – Constantly needs to be monitored/updated)

Utilize technologies available to assist in dealing with gang members

Cameras

- ❖ The G2 Sentinel camera system, which was procured through TTP. Place this item in gang affected areas to locate or record gang related crime. This item needs to be placed in a "secure" location.

- ❖ **Option 1 - Install city maintained cameras at high gang impact areas.**
 - These more costly cameras would be either permanent or moveable by officers/City Employees.
 - They would transmit video to an established location, like River Com or be self-sustained (record to their own unit).
- ❖ **Option 2 - Purchase an inexpensive wireless camera system, which can be placed in affected areas.**
 - The cameras would be relatively cheap, so if one was stolen it wouldn't be a major loss.
 - They would be placed as need arises, by officers.
 - Establish a location for the receiver/recorder for these cameras on a case by case basis.

Crime/gang tracking database software

Other technologies like; GPS trackers, covert audio/video devices, photo capability on MDT's, firearm simulation devices to train officers (Sims), etc.

9. LAWS (SOON/FUTURE – Work in progress)

Utilize current laws and examine other potential laws, to assist us in dealing with this issue. All of these laws should be outlined in some form in the gang information pamphlet.

Current laws

- ❖ **6A.18.090 – Trespass – This existing law has recently been bolstered by a written trespass process relating to city parks and property (a 45 day written trespass process, ordinance # 2006-43). This should be used judiciously when appropriate with gang members.**
- ❖ **6A.06.090 – Malicious Mischief – This existing law is most used on “minor” graffiti cases.**
- ❖ **6A.07.030 – Graffiti prohibited – This law makes it unlawful for persons to do graffiti within the city. This law has not generally been used by officers. We should determine if this law can be used in conjunction with the Malicious Mischief law.**
- ❖ **6A.07.040 – Graffiti (notice of removal) – This law dictates that property owners will cover over graffiti on their property within 15 days of a notice being served on them by the Police. As earlier suggested, this statute should be reviewed and revised.**
- ❖ **59.18.510 – Gang-related activity – Notice and demand the landlord commence unlawful detainer action - Unfortunately, this law is almost useless. It's meant to protect other occupants, tenants and neighbors from having to put up with someone living with/near them who are engaging in gang activity. The statute is cumbersome and requires the property owner/tenant to put themselves at a level of risk. Still, if situations arise where this can**

be used, it should be. See proposed laws below for a possible resolution by implementing a city code.

- ❖ **9A.82.050 – Trafficking in stolen property first degree - A person who knowingly initiates, organizes, plans, finances, directs, manages, or supervises the theft of property for sale to others, or who knowingly traffics in stolen property, is guilty of trafficking in stolen property in the first degree (Class B felony).**
- ❖ **9A.82.050 – Trafficking in stolen property second degree – A person who recklessly traffics in stolen property is guilty of trafficking in stolen property in the second degree (Class C Felony).**
- ❖ **9A.82.060 – Leading organized crime – A person commits the offense of leading organized crime by:**
 - **(a) Intentionally organizing, managing, directing, supervising, or financing any three or more persons with the intent to engage in a pattern of criminal profiteering activity (Class A felony); or**
 - **(b) Intentionally inciting or inducing others to engage in violence or intimidation with the intent to further or promote the accomplishment of a pattern of criminal profiteering activity (Class B felony).**
 - **There's a need to establish a "pattern of criminal profiteering" (see attached sheets for full descriptions)**
- ❖ **69.50 – All laws under the Uniform Controlled Substances Act, including drug related seizures.**
- ❖ **10.105.010 – This is the Felony Seizure law. We have already started using this law. This law basically allows for seizure of property used for or gained from any felony, upon conviction of a person for that felony.**
- ❖ **Other crimes, such as; Drive-by Shooting, Assault, Criminal Conspiracy, Obstructing, Perjury, Theft, etc.**
- ❖ **While not a "typical" law, there are rules governing gang activity at school – WA 148-120-100 (gangs and schools), which governs gang activity, dress, etc. at school.**
- ❖ **Gang Definitions**
 - **Use the RCW definition of "Gang" RCW 59.18.030**
 - **10) "Gang" means a group that: (a) Consists of three or more persons; (b) has identifiable leadership or an identifiable name, sign, or symbol; and (c) on an ongoing basis, regularly conspires and acts in concert mainly for criminal purposes.**
 - **11) "Gang-related activity" means any activity that occurs within the gang or advances a gang purpose.**

Proposed Laws

- ❖ **Curfew – Curfew laws have to be crafted carefully to fall within what the courts consider constitutional, but there are working curfews in the state, including in Tacoma and Toppenish.**
 - Here is Tacoma's curfew law as an example (from the TPD web site);
 - To ensure the safety of Tacoma citizens, especially minors, the Tacoma Police Department enforces curfew regulations for children under the age of 18. These regulations make it unlawful for children to loiter, idle, or play unsupervised in parks, playgrounds, beaches, vacant lots, or other public places and buildings between the hours of midnight and 6 a.m. each day. Additionally, it is unlawful for children to loiter, idle, or play unsupervised on public highways, throughways, or other right-of-ways, whether on foot or by vehicle, at any time. This law does not apply to a minor accompanied by his or her parent, guardian, or other adult responsible for child care and custody, or in situations where the minor is upon an emergency errand or legitimate business directed by the parent, guardian or adult supervisor. Violation of this ordinance will result in a civil infraction for the child, and can result in the same for the supervising adult if they knowingly permit the minor to violate this regulation
- ❖ **Possession of graffiti materials by minors prohibited (This law is in initial proposal stages with the city).**
 - There are several examples of this law around the countries. Basically it prohibits minors from possessing items commonly used to cause graffiti.
 - A Los Angeles example specifically prohibits the possession of these items "in designated public places".
 - For Wenatchee, we might attempt to only regulate possession between certain hours, like between 10:00 pm and 5:00 am (when most graffiti occurs)
 - Or the possession might have conditions, like "possessed at a time, location and circumstance when the items were reasonably intended to be used to cause graffiti"
 - See attached law sheet for examples.
- ❖ **Public Nuisance/premises used by gangs**
 - Possible wording (taken from a Denver CO code) - It shall be unlawful for any owner, manager, tenant, lessee, occupant, or other person having any legal or equitable interest or right of possession in any real property, vehicle, or personal property, to intentionally, knowingly, recklessly, or negligently commit, conduct, promote, facilitate, permit, fail to prevent, or otherwise let happen, any Class one or Class two public nuisance in, on, or using any property in which they hold any legal or equitable

interest or right of possession. Every day on which a violation exists shall constitute a separate violation and offense.

- **An example of a “class one” activity – “Any gang-related criminal activity”**
- **Possible wording (taken from Dade CO, FL) The Board of County Commissioners of Miami-Dade County, hereby finds and declares that any places or premises which are used as the site of the unlawful sale or delivery of controlled substances, prostitution, youth and street gang activity, gambling, illegal sale or consumption of alcoholic beverages, or lewd or lascivious behavior, may be a public nuisance that adversely affects the public health, safety, morals, and welfare.**
 - **For the purpose of this article the following definitions shall apply: Public nuisance: Any place or premise which has been used on more than two (2) occasions within a twelve-month period:
“(2) By a youth and street gang for the purpose of conducting a pattern of youth and street gang activity”**
 - **And a section from the Denver code could be added:
“a) Gang related criminal activity: means any criminal violation of federal law, state law, or City Code committed by two (2) or more persons, acting jointly, through a conspiracy, or in complicity, where those persons are members of the same association or organization which has as one (1) of its purposes the commission of crime.”**
- ❖ **Gang recruitment – Recruitment of juveniles for criminal street gang.**
 - **Possible language;**
 - **Any person age eighteen years or older who solicits, invites, recruits, encourages or otherwise causes or attempts to cause a juvenile to actively participate in or become a member of a criminal street gang shall be guilty of a gross misdemeanor.**
- ❖ **Anti-Gang law – This law has been in the news lately and Sunnyside is apparently the first Washington city to implement it. There are similar laws in California and other states, with much the same language. Yakima, Toppenish and Grandview are among the cities looking at this law and have or are in the process of implementing their own, similar laws.**
 - **Basically the law makes it a misdemeanor to be a gang member (This summary is simplified).**
 - **Grandview is looking to modify the law adopted by Sunnyside. Their version will focus “on making it easier to**

punish intimidation, harassment and other gang like activity rather than having to prove gang membership”, in order to ease the “burden of proof” that someone had to be in a gang. Their version will also make gang membership a crime, too.

- **With the lack of state laws covering gang activity and the recent failure of the anti-graffiti/gang enhancement law at the state level, cities have moved towards local laws.**
 - **A movement by cities across the state, especially if their laws are similar, might have an impact on gang activity.**
- ❖ **Other laws that may help curb criminal street gangs**

This document is a “living document”; meaning changes will be made based on information available and in order to adapt to changing trends and times.

Respectfully submitted,

WPD Gang Strategy Work Group:

**Sergeant Kevin Dresker
Officer Brian Miller
Officer Jared Reinfeld
Officer Tracy Martin**

**Officer Phil Thompson
Officer Gary Geiger
Officer Rick Johnson
Officer Brian Chance**

(Updated January 5th, 2008)

WENATCHEE POLICE DEPARTMENT
3-YEAR STAFFING AND EQUIPMENT PLAN

2007	2008	2009	2010
Administration 4	Administration 4	Administration 4	Administration 4
Patrol 24	Patrol 25	Patrol 24	Patrol 28
Gang Officers 2	SSD Sgt 1	SSD Sgt 1	SSD Sgt 1
SSD Sgt 1	ProAct Unit 4	ProAct Unit 4	ProAct Unit 4
Crime Prevention 1	Crime Prevention 1	Crime Prevention 1	Crime Prevention 1
Traffic Officer 1	Traffic Officer 1	Traffic Officer 1	Traffic Officer 1
School Resource Off 2	School Resource Off 2	School Resource Off 2	School Resource Off 2
Detectives 5	Detectives 5	Detectives 6	Detectives 6
Drug Task Force 2	Drug Task Force 1	Drug Task Force 1	Drug Task Force 1
Total Officers 42	Total Officers 44	Total Officers 44	Total Officers 48
Support Staff 11	Support Staff 11	Support Staff 12	Support Staff 12
Total Personnel 53	Total Personnel 55	Total Personnel 56	Total Personnel 60

Staffing Structure &
Personnel Numbers

Officer/Population Ratio	1.37/1000	1.41/1000	1.38/1000	1.49/1000
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Budget Additions:

FTE Additions	2007	2008	2009	2010
Required Additional Vehicles w/ installed equipment		2 Officers	1 Support Staff	4 Officers
Officer Uniform & Equipment Pack		2	2 (ProAct Unit)	2 (Patrol)
Required Computer Requests			2 (Car laptops) 1 Support Staff	4 2 (car laptop) 1 squad room